



COUNTY OF LOS ANGELES CHILD SUPPORT ADVISORY BOARD

Los Angeles County
Board of Supervisors

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2006

PUBLIC MEMBERS

First District

Vacant
Vacant

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Janice Kaminer-Reznick, Esq.

Fourth District

Jean F. Cohen
Maria Tortorelli, Esq.

Fifth District

Reginald Brass
Susan Speir, Vice Chair

CHILD SUPPORT ADVISORY BOARD MINUTES

September 22, 2005

Present

Absent

1st District, George Gliaudys, Jr. Esq.
2nd District, John Murrell
3rd District, Lucy T. Eisenberg, Esq.
4th District, Maria Tortorelli
5th District, Reginald Brass
5th District, Susan Speir

1st District, Jane Preece, Esq.
2nd District, Paula Leftwich
3rd District, Janice Kamenir-Reznick, Esq.
4th District, Jean Cohen

GOVERNMENT MEMBERS

Chief Information Office

Jon W. Fullinwider

Department of Children and Family Services

David B. Sanders

Department of Public Social Services

Bryce Yokomizo

Child Support Services Department

Phillip Browning

Los Angeles Superior Court

David Jetton

Chief Information Office,
James Hall for Jon Fullinwider
Child Support Services,
Phillip Browning, Director
Department of Public Social Services,
Rosie Ruiz for Margaret Quinn
CA Department of Child Support Services,
Cheryl Stewart for Annette Siler
(teleconference)
Superior Court, David Jetton

Children and Family Services,
Patti Griffin
Franchise Tax Board,
Debbie Strong

Guests

Steven Golightly, Chief Deputy
Lori Cruz, Deputy Director

Julie Paik, Deputy Director
Lisa Garrett, Special Assistant

Gail Juiliano, Division Chief, QAPI
Wayne Doss, Division Chief,

Change Management Division

Bob Friedlander, Division Chief, Div. II

EX OFFICIO MEMBERS

**California Department of
Child Support Services**
Mary Lawrence

Franchise Tax Board

Staff

Lee Millen, Board of Supervisors

CALL TO ORDER

Chair Eisenberg called the meeting to order as a Committee of the Whole at 9:40 a.m. in the CSSD Headquarters meeting room; a quorum was identified and the meeting was called to order at 10:00 a.m.

APPROVE MINUTES OF JULY 28, 2005

This item was deferred temporarily;

On motion of Member Browning, seconded by Member Gliaudys and unanimously carried, the minutes of July 28, 2005 were approved as submitted.

DIRECTOR'S REPORT TO INCLUDE: Hiring and promotion; performance issues; allocation methodology; SDU update; and Division 4 office relocation

Phillip Browning, Director, CSSD, reported the following:

- The Mentoring Program was implemented for newly promoted staff which assists new managers in improving/enhancing skills; participants in the Program were introduced including their respective new promotional assignment; this Program will be implemented for clerical staff too;
- The Board of Supervisors finalized their budget this past Tuesday, and the DCSS has distributed the budgeted allocation to CSSD;
- Current legislation that addresses the current allocation methodology is not expected to move forward this year; however, the Urban Institute is under contract by the DCSS to look at the allocation methods, and to review the County minority report and the DCSS report to identify any inequities;
- A matrix of allocation monies received in the state was distributed; if the County received its allocation due it would receive an additional \$44 million;
- The National Association of Child Support Services recently recognized CSSD with a National Award for the CSSD Employer Forums;
- An Employer Workshop is scheduled on November 16, 2005;
- A Town Hall (staff) meeting is scheduled on October 20, 2005; CSAB is invited to attend;
- CSSD is holding checks for recipients in the Hurricane Katrina affected states until a method of delivery is available; in response to Member Brass, staff will look at how best to publicize checks on hold;
- Julie Paik, Deputy Director, reported that 33 families had registered for an interview at the Dream Center in Los Angeles, some families were interviewed and staff is working closely with DPSS to provide services to Hurricane evacuees; 12 families have been interviewed to date; Lisa Garret, CSSD, reported that an \$8 thousand Hurricane Katrina fund has been established;
- Staff is on alert for Hurricane Rita in case Houston has to close their SDU system;

- The Quality and Productivity Commission has selected several CSSD projects and/or joint projects for recognition;
- A more aggressive approach in receiving cash in local offices has been initiated and a significant amount of monies has been received;
- The new CSAS operation has been delayed by DCSS for a month and as such LA County new operations will occur in April 2006; CSAS is the largest computer system in the USA; two CSSD staff are in Sacramento full time for this project; and Ms. Paik noted that Department wide CSAS training is to be finalized by the end of October 2005;
- (In response to Member Tortorelli) DCSS has staff developing a guideline calculator to address order calculation; and
- The goal is to centralize all data into one system; DCSS now believes that there's a need for a new audit routine so that an order can be set for a prior time period.

Vice Chair Speir requested a follow-up report on the CSAS system in November 2005.

DCSS REPORT

Cheryl Stewart, Regional Administrator, DCSS, reported:

- Annette Siler has been out of the office acting as Chief of Operations for the summer, and will be returning as a Regional Administrator soon;
- Expect some deliverables by the end of September 2005 on the Budget Allocation Report study; no new money is available, however, if required then monies would have to be taken from selected agencies in the state;
- A 30-day delay on SDU implementation will not effect the certification scheduled next September, and further testing is ongoing; and
- A Risk Management Roundtable meeting was held in Sacramento recently that includes a national picture of child support operations; an e-mail of handouts will be provided to Chair Eisenberg for distribution.

BOARD CHAIR'S REPORT

Chair Eisenberg asked Members to review the Income and Expense Declaration letter for review at the next CSAB meeting. Also, Vice Chair Speir has submitted examples of people on welfare that do not have open cases; Gail Juiliano and Rose Ruiz will provide a status report in December 2005.

PUBLIC COMMENT

Vincent Logan, NCP, reported that he has paid child support since 1995 and when his case was transferred from the Long Beach office a review of his case identified a delinquency, consequently, his driver license has been suspended, his credit has been ruined, and his income tax return has been held by the IRS. Conversely, his wife has not received any child support and/or notification by the CSSD of any actions taken against her children's NCP.

Mr. Logan noted that his arrears balance has been paid and he is complying with CSSD requests. Also, no response on his case modification request based on his disability has been received.

Vice Chair Speir noted that she has worked with the Torrance office to obtain a downward modification and a court date on this issue. Chair Eisenberg requested a staff report next month on the case delay.

Betty Nordwind noted that the Allocation Committee reviewed LA County's allocation and determined that the County has underperformed.

RESULTS OF CAMPAIGN 2 REGARDING WAGE ASSIGNMENTS

Wayne Doss, Division Chief, Change Management Division, and Bob Friedlander, Division Chief, Division II, reported on the following:

- 1st Campaign was in the Encino office to improve Locate effectiveness, and the 2nd Campaign began in Division II, to improve the wage assignment follow-up process to ensure that either we find employers and have them pay sooner, or quickly determine to work on cases so as not to affect wage assignment follow-up;
- A baseline sample of 52 cases were tracked that had wage assignments generated on the system in June 2004 to see how long it would take the Employer to pay; at a 45 day point ARS would generate a second packet to Employer for collections, and at a 75 day point an overdue task is created so the case worker calls the Employer on the issue or take steps to ensure that the wage assignment is enforced. A significant number of cases went beyond the 75 day point; this validated the issue on the need to speed up compliance by Employers.
- The Campaign team determined that a process was needed. A time-frame of 50 days was set as a goal to secure payment in 75% of the cases; and a secondary goal was set at 75 days to secure payment in 90% of the cases with an identified Employer; and with the remainder of cases appropriate action would be taken within 90 days.

Chair Eisenberg inquired as to the percentage of cases with identified employers, and Member Tortorelli suggested that staff use the option of collecting from identified Employers' accounts.

- Staff training was developed for all employees using nine scenarios where an Employer is not paying; it was discovered that case workers working tasks in system were not routinely/consistently following through on all the required steps; quality control logs are being used to help staff comply with all required steps; have expanded training in all Divisions, and by the end of next week all staff, including the Call Center staff, are expected to be trained on these procedures.

In response to Chair Eisenberg, Mr. Doss noted that QAPI and the BPR QC are run independently; however, it will probably be recommended that QAPI continue the monitoring of staff work.

- Following staff training, a 2nd Tactical Team was created to analyze how ARS works and recommend changes, and an Objective was set instead of re-mailing a second packet to develop a letter for mailing including a fax to the Employer, a letter to contact the Employer if there is no fax, and a letter with legal references regarding non-responsiveness.
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- Of 295 wage assignment cases tracked, 31-returned as undeliverable, 20-NCP not working there, 104-no longer employed, 4-seasonal employees, 33-other, self employed, out of 108 cases (103 cases identified plus 5 of undeliverable mail) have received payment of 106 cases, and 99 of those cases paid within 55 days. The goal of the Campaign was exceeded.
- As of today, 2 of the cases are still unpaid (Louisiana employer, IRS collections);
- Of the remaining 187 cases where the Employer identified was not correct: 42 cases have subsequently had an Employer identified and 21 Employers have already paid, 17 have been referred to CSI for modification, 26 have payments from other sources, 7 cases have been referred for closing, 5 referred to Interstate, 81 cases require further work to locate Employer; and 1 NCP has been referred for prosecution, and 1 NCP has disputed paternity.
- ARS changes have been recommended to address problems such as when a part-time employer as Chuck-E-Cheese is identified as the primary employer although the NCP is employed full-time with LAUSD; this action in effect stops any activity on the existing full-time employer. ARS is in the process of making corrections and in other instances changes are now in effect.

In response to Chair Eisenberg, Mr. Doss reported that staff training on the follow-up procedures has been implemented but not on the time-line for ARS activity; these changes will be recommended. Chair Eisenberg requested a status update in May 2006 with data that would show a baseline from today of the percentage of paying wage assignments and how that has improved.

Bob Friedlander reported that the project was a worthwhile investment of staff time and staff looks forward to increasing wage assignments/collections.

Member Hall inquired whether the DCSS could be given a copy of the new process recommendations and benefit from lessons learned; Member Browning noted that changes to the DCSS contract is a real challenge.

REVIEW OF BPR RECOMMENDATIONS REGARDING SERVICE OF PROCESS AND ACCOUNTABILITY, AND OVERVIEW OF NEW CHANGE IN MANAGEMENT DIVISION STAFFING AND RESPONSIBILITIES

Julie Paik, Deputy Director, reported that a Change Management Division has been implemented as recommended in the BPR. An organizational chart was distributed (copy on file) and the Division responsibilities were outlined including the priorities for new Campaigns. A new Campaign was initiated in Palmdale recently, and a 4th Campaign is envisioned in January 2006 in two divisions (Co-Locate and Central Intake) to ensure case accuracy. The Service of Process model in San Diego has three different service vendors that compete for business, and a model in which the vendors are paid different amounts. In Ventura County the process servers are actually County employees that can use Locate tools in the office to effect service. Staff discovered that in general Los Angeles County has a higher service rate than San Diego County; that in 70% of cases given to vendors service is effectuated, versus in San Diego County service is effectuated in 50% of cases. However, when broken down between personal service and substituted service in San Diego County and Los Angeles County, 2/3 were served personally and 1/3 were served personally respectively.

With every Campaign that is ongoing a QC component will be added; for Campaign #1 CSSD receives monthly reports regarding usage, and if the Divisions/staff usage has declined it is the Division Chiefs responsibility to determine the reason(s). With the new training effort being rolled out, CSSD will have a QC component wherein Supervisors will be actively monitoring to ensure that the training is solid.

Following discussion, it was noted that there is no research on any impact on the default rate by personal service or sub-service. Chair Eisenberg inquired that at the next RFP a differential payment rate be considered for personal and sub-service. Cheryl Stewart noted that several state-wide contracts were being pursued; however, legal issues were a hindrance. Vice Chair Speir noted the importance of monitoring the service provided by the service contractors.

San Diego process servers rely exclusively on addresses provided by the CSSD, versus Los Angeles County process servers will do their own locate when necessary. Ms. Paik stated that a request for consideration on the next RFP will be made for a differential rate on personal versus sub-service, and for the incorporation of some type of monitoring if possible.

The nine new Heads introduced today including the Mentoring Program mission will assist in holding staff accountable. Also, Gail Juiliano has asked for a corrective action plan for the data reliability audit that would include a form completed notifying the case worker that a mistake has been found and the Supervisor would meet and train staff to ensure that a repeat of a similar mistake does not reoccur. A meeting with the Union is being scheduled and implementation is anticipated in the near future.

Member Browning noted that the Call Center has recording equipment that can hold tapes for months; these can be recalled for accountability purposes and/or complaints and have been agreed to by the Union. Cheryl Stewart agreed to discuss this issue further with Member Browning and to convey this accountability tool to the DCSS.

REVIEW QUARTERLY REPORT ON CENTRALIZED INTAKE AND DISCUSS EVALUATION OF THE NEW CENTRALIZED INTAKE UNIT

Gail Juiliano, Division Chief, QAPI, reported that Campaign #4 is to address the new Intake Unit. Ms. Juiliano suggested that CSAB wait for Campaign IV results; it is difficult to set meaningful value from data. The QAPI and Intake Division Chiefs and the Deputy Director meet monthly to review quality assurance data, number of errors made in data entry, in timeliness and in complete data.

Chair Eisenberg requested the most recent Quarterly Report at the next CSAB meeting and a status report on Central Intake in January/February 2006.

REPORT ON IMPLEMENTATION OF NEW PROCEDURES FOR ROUTING CALLS TO DIVISIONS WITHOUT MCI LOG

This agenda item was deferred.

REVIEW AND DISCUSS DEPARTMENT'S WRITTEN PROCEDURES FOR RESPONDING TO NOTICE OF WELFARE FRAUD

Ms. McFarland distributed a Welfare Fraud Referrals & Responses matrix which includes cases referred to DPSS prior to February 2005.

Vice Chair Speir stated that the issue for this report is written procedures on welfare fraud, and that when a case is investigated by CSSD and it is determined that the CP is telling the truth, how does staff address the welfare arrears that have accumulated.

This item was deferred to the October 2005 CSAB meeting.

REVIEW AND DISCUSS WRITTEN PROCEDURES FOR PROCESSING DOMESTIC VIOLENCE CASES

Lori Cruz, Deputy Director, distributed the DPSS/CSSD Exchange of Good Cause Information, and the LRC Procedures on Domestic Violence. New CSSD procedures address certain gaps to include that only Co-Locate would receive a domestic violence claim with good cause, it would be referred to the Divisions and because of the 20-day time frame a case is created with a flag and is handled accordingly. Also, Co-Locate staff now will review the good cause claim and if not signed off by a DPSS Eligibility Worker and a Supervisor it is referred to the District liaison in the DPSS office. Further, another gap covered is when an enforcement of judgment is already established and the CP notifies the office of a new good cause claim; enforcement would be stopped and a good cause claim will be made with DPSS for their determination and the CSSD case would be held in abeyance during the 20-day time frame.

WAGE ASSIGNMENTS COMMITTEE REPORT

Vice Chair Speir reported on the activity of the Wage Assignment Committee (copy on file), including: On non-functioning wage assignments, a response from DCSS was received, however, the Committee did not believe that it fully addressed the two new main areas of concern; Another letter was forwarded to Annette Siler and Greta Wallace asking for further investigation; The issue of how staff verified cases as being in the military was questioned as DFAS will not verify by mail and the staff is more than likely not aware of an 800 number they can call; Military training (Ms. Paik will review the issue of complete staff training); There continues to be a problem with staff not entering court orders on the system in a timely manner in the area of Establishment; and Process servers keep trying to serve an incorrect employer (CSSD to report process server's procedure when NCP is in the military and has been transferred to another location).

MATTERS NOT ON THE POSTED AGENDA (to be presented and placed on a future agenda)

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Member Tortorelli reported that the next Customer Service meeting is scheduled on September 28, 2005 at 1:30 p.m. in Commerce.

Chair Eisenberg congratulated Member Gliaudys on his appointment as Dean of the Irvine University College of Law.

Chair Eisenberg suggested that the CSAB November 24, 2005 meeting be changed to November 17, 2005 due to the Thanksgiving holiday; the CSAB agreed.

ADJOURNMENT

The meeting was adjourned at 12:00 p.m.